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Technology Organisation

Changes in DSTO Support to Projects Arising From the 6th July 2006 DCIC Decisions: Updated Guidance for Project S&T Plans

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**Defence Systems Analysis Division
Defence Science and Technology Organisation**

DSTO-GD-0494

ABSTRACT

The 6th July 2006 DCIC made significant changes to the way DSTO support to Projects are funded. This document outlines the changes, the revised roles and responsibilities of Project S&T Advisors, Chiefs of Division including the Lead Chief for a particular Project, the Integrated Project Office, SA-CD, and Studies Guidance Group. The Project S&T Plan will now need to articulate a fully costed set of activities for S&T support to the Project. This document describes in detail how to derive the fully costed set of S&T activities.

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Changes in DSTO Support to Projects Arising From the 6th July 2006 DCIC Decisions: Updated Guidance for Project S&T Plans

Executive Summary

Significant changes to DSTO's support to DCP projects result from the DCIC meeting of 6th July 2006. The DCIC agreed that for projects seeking Government approval from July 2007, DSTO would use DSTO Block Funds for S&T activities up to First Pass, DCP funds (i.e. Project funds) from First Pass to Introduction Into Service, then DSTO Block Funds thereafter. Future meetings of the DCIC and the DCC at First and Second Pass will examine the Project S&T Plan in some detail, and will approve funding for agreed activities.

These changes imply revised roles and responsibilities for Project S&T Advisers, Chiefs of Division including the Lead Chief for that Project, the Integrated Project Office, SA-CD, and Studies Guidance Group. In particular, the Project S&T Adviser will need to prepare Project S&T Plans that include a complete set of costed S&T activities. This paper explains these changes, provides guidance on developing the set of S&T activities, how to describe the team for each S&T activity, how to cost the S&T activities, provides new spreadsheets for summarising this information, and provides guidance on the mechanism for transferring the DCP funds to DSTO.

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1. Introduction

The Defence Procurement Reforms [1] led to the following changes for DSTO¹:

- A Project S&T Adviser was appointed for every Project [2]
- Project S&T Plans documented the set of S&T Activities that were required to progress the project [2] and [3]
- Technical Risk Assessments were required at first and second pass for every Project, and CDS was made responsible to the Government for certifying these technical risks [4] and [5]

The current funding model for Project S&T Plans is:

- Pre-First Pass: A mix of DSTO Block Funds and PDF
- Post-First Pass: A mix of DSTO Block Funds and DCP Funds (sourced from either CDG or DMO)

The 6th July, 2006 DCIC meeting considered the revised DSTO Program arrangements and agreed to the following decisions:

1. For the 06/07 FY, the current funding arrangements are extant.
2. For all projects seeking 1st and 2nd Pass approvals for the 07/08 FY onwards:
 - a. Pre-First Pass: all DSTO work is to be funded by DSTO Block Funds
 - b. Post-First Pass, through Second Pass and Acquisition up to Introduction Into Service: *all DSTO work is to be funded by DCP funds* (no DSTO Block Funds will be used to support Project work in these phases)
 - c. Introduction Into Service onwards: all DSTO work is to be funded by DSTO Block funds

The 6th July 2006 DCIC decisions simplifies funding arrangements for DSTO support to projects and removes a major source of ambiguity for how the DSTO work program will be funded in future years. *It is expected that the DCP funding will be directly transferred to DSTO.* It should be noted that the Project S&T Plan will be considered at DCC/DCIC as a formal project document, and that the committee will make prioritisation and funding decisions based on the Project S&T Plan². Finally, *DSTO support to Projects already in Acquisition will continue with their current funding arrangements.*

The major issue for DSTO is that the extant Project S&T Plans have been ballpark estimates with the implicit knowledge that DSTO Block funds can also be used to make up any gaps. DSTO Block funds will no longer be available in the Post-First Pass through to Introduction-Into-Service phases. Hence the quality of Project S&T Plans need to be

¹ See the SGG website at: <http://web-vic.dsto.defence.gov.au/DSTO/reference/DPR/index.shtml>

² The S&T Plan will need to be locked down for Committee. If the Government funds the S&T Plan (as part of the Cabsup process), then the S&T Plan represents an agreement to conduct the funded S&T activities. As the Project evolves, there may be a need to renegotiate the S&T activities to be conducted, between the Project and DSTO.

improved in the areas of: a) ensuring a complete set of S&T Activities; and b) ensuring the set of S&T Activities is adequately costed.

The final issue is how to deal with legacy projects:

- a) any Project in Acquisition continues as is;
- b) any Project that has already gone through a DCC/DCIC decision for 1st Pass or 2nd Pass continues until the next Committee decision or Introduction Into Service;
- c) FY06/07 funding arrangements continue as is; and
- d) any Project with a 1st or 2nd Pass decision in FY 07/08 MUST implement the new Project S&T Plan guidance.

2. Aim

This paper updates the guidance for Project S&T Plans for implementing the 6th July 2006 decisions with particular focus on: a) ensuring a complete set of S&T Activities; and b) ensuring the set of S&T Activities is adequately costed. Updated Project S&T Plan templates are available at the SGG website: <http://web-vic.dsto.defence.gov.au/DSTO/reference/DPR/index.shtml>.

3. Discussion

The key issues addressed in this section include: how to develop a complete set of S&T Activities, how to describe the team supporting each S&T Activity, how to cost the S&T Activity, how to transfer the DCP funds to DSTO, how to fill out the new costing spreadsheets at Annexes C-E.

3.1 A complete set of S&T Activities

The 6th July 2006 DCIC decisions to change the funding model increase the importance of DSTO being able to define a complete set of S&T Activities for the Project at each Phase. A Project S&T Adviser can define a complete set of S&T Activities for the next phase of the Project as follows:

1. the majority of projects are cross-divisional from DSTO's perspective. The Project S&T Adviser will need to work with the Chiefs of Division and Research Leaders to identify candidate S&T work for supporting the Project and to build a DSTO team for the Project.
2. the Requirements S&T Plan needs to address those S&T activities required to support the project to First Pass. These activities will be drawn from the candidate areas identified in Step 1 through negotiation with the Project Desk Officer to identify those of highest priority. This may lead to new activities being identified.

The set of S&T activities may be drawn from a number of areas to support the development of broad capability options:

- a. identification of key technology areas and linkage to DSTO Long Range Research programs, Strategic Initiatives, CTDs, RPDE studies
- b. reviews of candidate technologies, systems, and platforms
- c. OR studies ranging from High-level OA studies, through force mix studies, down to specific detailed studies
- d. Trials
- e. Support to development of the OCD and FPS
- f. Development of the Preliminary TRA (for ORC) that identifies high risk / high payoff potential options
- g. Development of the First Pass TRA
- h. Development of the First Pass Project S&T Plan
- i. Participation in meetings of the Integrated Project Team (IPT) and of the DSTO team

Note: it is highly unlikely that all these S&T activities will occur in a single Division

3. The First Pass Project S&T Plan documents the work that needs to be conducted between First and Second Pass (and beyond) to aid the development of detailed options for the Project. General research programs such as the LRR and Strategic Initiatives are no longer suitable. The set of S&T Activities for a First Pass Project S&T Plan will be developed by the Project S&T Advisor in negotiation with the Project Desk Officer and may include:
 - a. Risk Mitigation activities identified in the First Pass TRA. These risk mitigation activities may include project specific technology research and development activities
 - b. reviews of candidate technologies, systems, and platforms
 - c. Trials
 - d. Integration testbeds and integration testing
 - e. OR studies ranging from High-level OR studies, through force mix studies, down to specific detailed studies
 - f. Identification of S&T infrastructure to support the Project through acquisition and in-service support
 - g. Support to refinement of the OCD and FPS
 - h. Support to development of the RFT and participation in the Tender Evaluation process
 - i. Development of the Second Pass TRA
 - j. Development of the Second Pass Project S&T Plan
 - k. Participation in meetings of the Integrated Project Team (IPT) and of the DSTO team

Note: it is highly unlikely that all these S&T activities will occur in a single Division

4. The Second Pass Project S&T Plan documents the work that needs to be conducted in the acquisition of the chosen capability. The set of S&T activities for a Second Pass Project S&T Plan will be developed by the Project S&T Advisor in negotiation with the Project Desk Officer and may include:
 - a. Risk Mitigation activities identified in the Second Pass TRA. These risk mitigation activities may include project specific technology research and development activities
 - b. Specific detailed OR studies, including CONOPS and tactics development
 - c. Identification of S&T infrastructure to support the capability for in-service support
 - d. Trials
 - e. Integration testbeds and integration testing
 - f. Acceptance into service testing
 - g. Attendance at Design Reviews and review of contractor documentation
 - h. Participation in meetings of the Integrated Project Team (IPT) and of the DSTO team

Note: it is highly unlikely that all these S&T activities will occur in a single Division

Final point, the set of S&T Activities are those activities required to move the Project forward. However, it is not a requirement that DSTO needs to conduct all these activities. There may be expertise in industry for a risk mitigation activity (for which DSTO would maintain oversight) or the Project may choose to have a TRA conducted by another organisation (with DSTO oversight).

3.2 Description of the team

A key impact of the 6th July 2006 DCIC decision is that by solely relying on DCP funding for post-First Pass to Introduction Into Service support, DSTO has to provide greater visibility of the team supporting each S&T Activity. The description of the team does NOT name individuals. A template for describing the team for each S&T Activity is available at Annex A and includes the following information:

- S&T Level
- Division/Industry/Contractor support to Division
- Salary
- Time Allocation, in the form of a fraction of a staff year

The salary estimates have been calculated from the 1Nov07 DECA salary table top of the band plus 21.5%³. The salary estimates to use are as follows:

³ These costing figures, including the 21.5%, were supplied by DSTO's Integrated Program Office and were agreed by DCDS(Policy and Plans).

S&T Level	Salary Estimate
S&T3	\$73,296
S&T4	\$85,634
S&T5	\$106,872
S&T6	\$130,947
S&T7	\$148,994
S&T8	\$173,271

In describing all the teams for all the S&T Activities, the Project S&T Adviser must remember to include themselves and Finance/Admin support. Normally, the Project S&T Adviser's time would be 0.8SY or 0.9SY (recognising that any staff member of DSTO has other admin activities that must also be conducted). For smaller projects, the Project S&T Adviser's time may be a fraction of a SY per year. For larger projects, there may be a number of people in the S&T Adviser's office supporting the project.

3.3 Adequate Costing

The next key issue is how to adequately cost each of the S&T Activities and the total cost of the Project S&T Plan. The cost of each of the S&T Activities covers only the direct costs to the Project. A template for developing the costs for each S&T Activity is at Annex B and includes the following costs:

- Staff costs (from Description of the team)
- Travel
- Capital resources directly supporting the project (principally equipment)
- Consumables
- 30% Contingency⁴

It should be noted that different Divisions in DSTO may cost S&T Activities in different ways. Hence coordination across the Divisions is important in working out the costings.

It is also important to note that, after the cost of supporting activities is included into formal project documentation, it will be exceedingly difficult to increase these amounts later, even if there are compelling reasons to do so⁵. Hence the initial estimates must be accurate and as complete as possible so that they do not have to be increased at a later date.

S&T infrastructure (buildings, roads, trunk communications ...) usually take several years to put in place. Bids for new infrastructure appear in the Project S&T Plans, but should also be passed to DFPC in DSTO HQ for corporate consideration.

⁴ This is the initial advice from CDS. As DSTO's confidence increases for the set of S&T Activities for Projects, it is likely that this figure will be reduced. It is also likely that the DCC/DCIC may choose to reduce this amount.

⁵ The one exception is where changes to the S&T activities directly result from changes in the Project itself.

3.4 The mechanism for funds transfer

The mechanism for transferring DCP funds to DSTO is as follows:

1. The Project documentation for 1st Pass or 2nd Pass consideration will include a funding line for the Project S&T Plan in the Project costing-spreadsheet.
2. A draft S&T Agreement (STA) is developed setting out the conditions for the transfer of the money to DSTO in delivering the agreed activities in the S&T Plan.
3. The Government approves the 1st Pass or 2nd Pass submission, providing the legal basis for funds transfer
4. The STA is signed by HCS and DCDS(P&P) for 1st Pass approvals and for 2nd Pass approvals by DCEO DMO as well, and forwarded to the CFO to transfer the funds.
5. SA-CDE and ASSCM will facilitate the process (this will include generation of appropriate cost codes and financial record keeping)

3.5 New Costing Spreadsheets

The changes to the funding model mean that the set of S&T Activities in the Project S&T Plans will need to be categorised in new ways to fit in with the DCP funding requirements⁶. Unfortunately, there are different criteria for needs, first pass and second pass, which will lead to the development of three spreadsheets. Further, there is also the issue of using different funding models for 06/07 and 07/08 and beyond. DSTO could choose to ignore the needs phase requirements since the money is coming from DSTO Block funds, however, one of the key themes of project support is continuity across the capability lifecycle, so three spreadsheets have been developed. The first of these, covering Needs Phase activities, will need to be completed to argue for DSTO Block Funds.

This section describes the different ways of categorising the set of S&T Activities required to support the project up to First Pass, between First and Second Pass, and post-Second Pass. New spreadsheets are at Annexes C-E showing how the sets of S&T Activities developed in Section 3.1 map to the categories described below, and reflect the different requirements of CDG and DMO.

Note: The set of S&T Activities and costings must be worked out for each option.

1. There are four categories of S&T activities to support the project to First Pass, consistent with the new spreadsheet shown at Annex C.
 - a. Research and Development: which comprises the majority of the S&T Activities
 - b. Capability Proposal – First Pass. which comprises the support to producing the capability documentation including the OCD, FPS, Project S&T Plan and First Pass TRA

⁶ The reference for these categories is the “Capability Development Group Cost Analysis Branch Capability Cost Templates Guide V1.86”, 29 Jun05
<http://intranet.defence.gov.au/CDGWeb/sites/ProcessMap/Load.asp?Page=6935&Title=Reference%20Document%20and%20Status%20List>

- c. Net Personnel. Any unaccounted for SY in the previous 2 categories. For DSTO, this may include the Project S&T Adviser and their staff (for large projects).
 - d. Other. Including travel, training, legal, licences, leases.
- 2. The same four categories for S&T activities apply between First to Second Pass, consistent with the new spreadsheet shown at Annex D.
 - a. Research and Development: which comprises the majority of the S&T Activities
 - b. Capability Proposal – Second Pass. which comprises the support to producing the capability documentation including the OCD, FPS, Project S&T Plan, Second Pass TRA, RFT and Tender Evaluation
 - c. Net Personnel. Any unaccounted for SY in the previous 2 categories. For DSTO, this may include the Project S&T Adviser and their staff (for large projects).
 - d. Other. Including travel, training, legal, licences, leases.
- 3. The categories for S&T activities to support the project post-Second Pass are quite different to the pre-Second Pass categories to meet DMO's requirements. The new spreadsheet is at Annex E and the categories are described below:
 - a. Mission System. The Mission System directly performs the operational function. It is also project specific. Eg if a project is buying a simulator, then that is part of the Mission System, but if the project is buying an aircraft, then the simulator becomes part of the Support System. There are two sub-categories:
 - i. Mission System – Development. This captures all the non-recurring costs *and would comprise the majority of the S&T Activities.*
 - ii. Mission System – Procurement. This captures the recurring costs and is driven by the “how many” are being acquired.
 - b. Support System. The Support System includes the hardware, software, materiel, facilities, personnel, data and processes required for the Mission Systems to be effectively operated. This includes any effort associated with design, development, procurement, delivery, installation, integration and check out. There are two sub-categories:
 - i. Support System – Development. This captures all the non-recurring costs *and would comprise the majority of the S&T Activities.*
 - ii. Support System – Procurement. This captures the recurring costs and is driven by the “how many” are being acquired.
 - c. Production System. The Production System is the costs to design and establish any production infrastructure. It is *unlikely that the S&T activities would fall in this area.*
 - i. Production System – Development. Non-recurring costs.
 - ii. Production System – Procurement. Recurring costs.
 - d. Contractor Services and Other.
 - i. Contractor Services. Contractor services applied across the entire project scope eg project management, systems engineering,

- integrated logistics support, platform integration, verification and validation.
- ii. Other- overheads, profit etc
- e. Net Personnel and Other.
 - i. Net Personnel. Any net increases in staff during Acquisition.
 - ii. Other. Travel, legal, leases, licences.

4. Roles and Responsibilities

1. The Project is responsible for the Project S&T Plan.
2. The Project S&T Adviser is responsible for developing the Project S&T Plan on behalf of the Project and negotiating the contents and priorities of the S&T Activities with the Project Desk Officer, with DMO for 2nd Pass projects, and with Investment Analysis.
3. The Project S&T Adviser is responsible for working with the Chiefs of Division and Research Leaders to identify the key S&T Activities and build the DSTO team
4. The Project S&T Adviser is responsible for conducting a Project S&T Plan workshop to pull together all the Divisional inputs and begin the prioritisation process across S&T Activities.
5. The Lead Chief of Division is responsible for organising a meeting with the other relevant Chiefs to run a sanity check over the contents of the Project S&T Plan and continue the prioritisation of S&T Activities process from DSTO's perspective.
6. The Lead Chief of Division and the relevant Chiefs of Division are responsible for signing the Project S&T Plan before CDB as their agreement to commit resources to the Project S&T Plan if it is funded by Government.
7. SA-CD is responsible to DCDS (Corp) and CCDE for facilitating the development of the requirements and an appropriate set of S&T deliverables for pre-2nd pass Projects.
8. SA-DMO is responsible to DCDS (Corp) and CEODMO for facilitating the development of the requirements and an appropriate set of S&T deliverables for legacy post-2nd pass Projects.
9. The Integrated Program Office (IPO) will progressively integrate the Project S&T Plans deliverables into the DSTO client program, monitor, progress and report on delivery.
10. HCDAP will be responsible for reporting progress and delivery of the Project S&T Plan up until Second Pass Approval to CCDG.

11. HCDAP will be responsible for reporting progress and delivery of the Project S&T Plan in the Acquisition Phase to CEODMO.
12. Studies Guidance Group is responsible to CDS for scrutinising the Project S&T Plan in terms of the completeness of the set of S&T Activities (are there any major areas not addressed), whether the costings are reasonable (both too high and too low), and checking that the Cabinet Submissions include a costing line for DSTO.
13. DCDS (Policy and Programs) will endorse the relative priority of S&T activities where capacity constraints exist and may recommend alternative supply arrangements.

The Committee (either DCC or DCIC) is responsible for the final prioritisation of the S&T Activities and the allocation of funding to the Project S&T Plan. The Committee may choose not to accept the recommendations of the S&T Plan and could change the level of funding.

5. Summary

This paper provides guidance for the implementation of the DCIC decision of 6th July 2006. A revised way ahead has been discussed, and spreadsheets developed that are to be used as part of the revised procedures.

Please note that the business processes, roles and responsibilities and systems supporting the client program are currently under review as part of the DSTO Renewal and will be progressively updated.

6. References

1. Defence Procurement Review 2003; M Kinnaird, L Early, B Schofield.
2. 'A Code of Best Practice to Maximise the Contribution of Science and Technology to Acquisition Projects'; Joanne Nicholson and Alan Duus; DSTO-TR-1743; July 2005.
3. 'Overview of Capability Development and the Role of Project S&T Plans'; John O'Neill and Alan Duus; DSTO-TR-1820; March 2006.
4. 'Technical Risk Assessment of Australian Defence Projects'; Jim Smith, Graeme Egglegstone, Paul Farr, Terry Moon, David Saunders, Peter Shoubridge, Kym Thalassoudis and Tony Wallace; DSTO-TR-1656; December 2004.

5. 'Technical Risk Assessment: A Practitioner's Guide'; John O'Neill, Nitin Thakur, and Alan Duus; DSTO-GD-0493, January 2007.
6. SGG Website: <http://web-vic.dsto.defence.gov.au/DSTO/reference/DPR/index.shtml>

Annex A. Description of the Team for each S&T Activity Template

S&T Activity	S&T Level	Division/ Industry/Contractor support to Division	Salary	Time Allocation (SY)
TOTAL				

Note: Please use the following salary estimates (1Nov07 top of the band DECA salary + 21.5%):

S&T Level	Salary Estimate
S&T3	\$73, 296
S&T4	\$85,634
S&T5	\$106,872
S&T6	\$130,947
S&T7	\$148994
S&T8	\$173,271

Annex B. Costing each S&T Activity Template

S&T Activity	Staff Costs (from Description of Team template)	Travel	Capital Resources	Comments for each capital resource
SUB-TOTAL				
Contingency of 30%				
TOTAL				

Annex C. Requirements Project S&T Plan Template (to support the project to First Pass)

Requirement	Required By	Deliverable	DSTO Support (Y/N)	06/07 SY	06/07 PDF	06/07 SY	07/08 SY	07/08 Block	08/09 SY	08/09 Block	Total
(State the project requirement for S&T support)	(the date the project requires the delivery of S&T support)	(List the aspects that will be addressed through S&T.	(Which DSTO Divisions or which other agency support)	(staff years)							
OPTION ONE - Totals											
Research and Development											
Key technology research											
Reviews of technology, systems, platforms											
OA studies											
Trials											
Capability Proposal - First Pass											
Support to development of OCD and FPS											
Development of First Pass TRA											
Development of Project S&T Plan											
Net Personnel											
1. Project S&T Adviser and staff											
Other											
Training											
Travel											
Licenses											

Annex D. First Pass Project S&T Plan Template (to support the project from First to Second Pass)

Requirement	Required By	Deliverable	DSTO Support (Y/N)	06/07 SY	06/07 DCP Funds	06/07 Block	07/08 SY	07/08 DCP Funds	08/09 SY	08/09 DCP Funds	Total
(State the project requirement for S&T support)	(the date the project requires the delivery of S&T support)	(List the aspects that will be addressed through S&T.	(Which DSTO Divisions or which other agency	(staff years							
OPTION ONE - Totals											
Research and Development											
Risk Mitigation activities and project specific technology research and development											
Reviews of technology, systems, platforms											
OA studies											
Trials											
Integration testbeds and integration testing											
Identification of S&T infrastructure for Project support through acquisition and in-service support											
Capability Proposal - Second Pass											

and FPS													
Support to development of RFT and Tender Evaluation													
Development of First Pass TRA													
Development of Project S&T Plan													
Net Personnel													
1. Project S&T Adviser and staff													
Other													
Training													
Travel													
Licenses													
Participate in IPT meetings													

Annex E. Second Pass Project S&T Plan Template (to support the project post-Second Pass)

Requirement	Required By	Deliverable	DSTO Support (Y/N)	06/07 SY	06/07 DCP Funds	06/07 Block	07/08 SY	07/08 DCP Funds	08/09 SY	08/09 DCP Funds	Total
(State the project requirement for S&T support)	(the date the project requires the delivery of S&T support)	(List the aspects that will be addressed through S&T. As far as possible, include a reference to the applicable project Work Breakdown Structure no and cost centre code for each Deliverable)	(Which DSTO Divisions or which other agency)	(staff years)							
OPTION ONE - Totals											
Mission Systems											
Mission System - Development											
Risk Mitigation activities											
Detailed OA studies including CONOPS and tactics development											
Mission System - Procurement											
Support System											
Support System - Development											
Identification of S&T infrastructure to support the project in acquisition and in-service support											
Integration testbeds and											

Annex F. Draft Minute from DCDS(Corporate) to CCDE

CCDE

Subject: Transfer of funds for project XYZ as endorsed by the National Security Committee

Following endorsement of the Cabsub for the Initial Business Case for Project XYZ by the National Security Committee on 1 May 2006, this Minute requests that the approved funds now be transferred to the following agencies to enable them to commence actions to progress this project.

Attached as part of the Initial Business Case was the Project S&T Plan which included funding for DSTO's S&T activities to support the progression of the project towards Second Pass. This funding, for a total amount of \$ZZ, was fully included in the Initial Business Case, and therefore fully included in the Cabsub.

As all the requisite approvals are now in place, I request that this amount be transferred to DSTO.

Dr D (Nanda) Nandagopal

DCDS (Corp)
dated

Annex G. Draft Minute from CCDE to CFO

Chief Finance Officer

Subject: Transfer of funds for project XYZ as endorsed by the National Security Committee

Following endorsement of the Cabsub for the Initial Business Case for Project XYZ by the National Security Committee on 1 May 2006, this Minute requests that the approved funds now be transferred to the following agencies to enable them to commence actions to progress this project.

Attached as part of the Initial Business Case was the Project S&T Plan which included funding for DSTO's S&T activities to support the progression of the project towards Second Pass. This funding, for a total amount of \$ZZ, was fully included in the Initial Business Case, and therefore fully included in the Cabsub.

As all the requisite approvals are now in place, I request that this amount be transferred to DSTO.

Gen D. Hurley

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19. ABSTRACT The 6 th July 2006 DCIC made significant changes to the way DSTO support to Projects are funded. This document outlines the changes, the revised roles and responsibilities of Project S&T Advisors, Chiefs of Division including the Lead Chief for a particular Project, the Integrated Project Office, SA-CD, and Studies Guidance Group. The Project S&T Plan will now need to articulate a fully costed set of activities for S&T support to the Project. This document describes in detail how to derive the fully costed set of S&T activities.					

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